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THE MASTER PLAN OF SAN FRANCISCO

SUMMARY

The Purposes of the Plan
Transportation and Utilities
The Uses of Land
Redevelopment
The Task Ahead

San Francisco City Planning Commission

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SAN FRANCISCO CITY PLANNING COMMISSION

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THE MASTER PLAN OF THE CITY AND COUNTY OF SAN FRANCISCO

A brief summary of the Master Plan as adopted by the City Planning Commission on December 20, 1945, with an outline of the task ahead.

SAN FRANCISCO CITY PLANNING COMMISSION

January, 1946

THE MASTER PLAN OF THE CITY AND COUNTY OF SAN FRANCISCO

(A SUMMARY)

I. THE PURPOSE OF THE PLAN

The City of San Francisco now has a master plan.

Many years of studies, surveys, and conferences have gone into its preparation. In December, 1945, after formal adoption by the Planning Commission in accordance with the provisions of the Charter, the Plan was made public through presentation to the Board of Supervisors.

This Master Plan contains many recommendations for the future improvement of San Francisco. It outlines the needs of the city, and proposes to meet these needs by orderly systematic action which will not unduly burden the taxpayer.

With the welfare of the entire community in mind, the Commission offers a threefold program for the continuing development of San Francisco, including

(1) Recommendations for the construction of highways, transit lines, water supply and sewerage systems, and other necessary public works and utilities,

(2) Plans for the improvement of living and working conditions, and better community facilities of all kinds,

(3) An action program for the rebuilding of the more critical blighted areas.

The Process of Planning is Continuous

Much still remains to be done before the Master Plan is complete in all its details. In fact, no such plan is ever final. Revisions and improvements will be necessary as the requirements of business and industry change, and as the living standards of the people improve. The adoption of the Master Plan is the first step in the continuous process of planning.

Many of the proposals and recommendations were developed originally by city departments. Their inclusion constitutes approval and endorsement by the Planning Commission. The process of planning naturally involves the selection and coordination of such specialized plans. Further suggestions are invited from official agencies and the public, and will be given consideration in the preparation of subsequent amendments to the Master Plan.

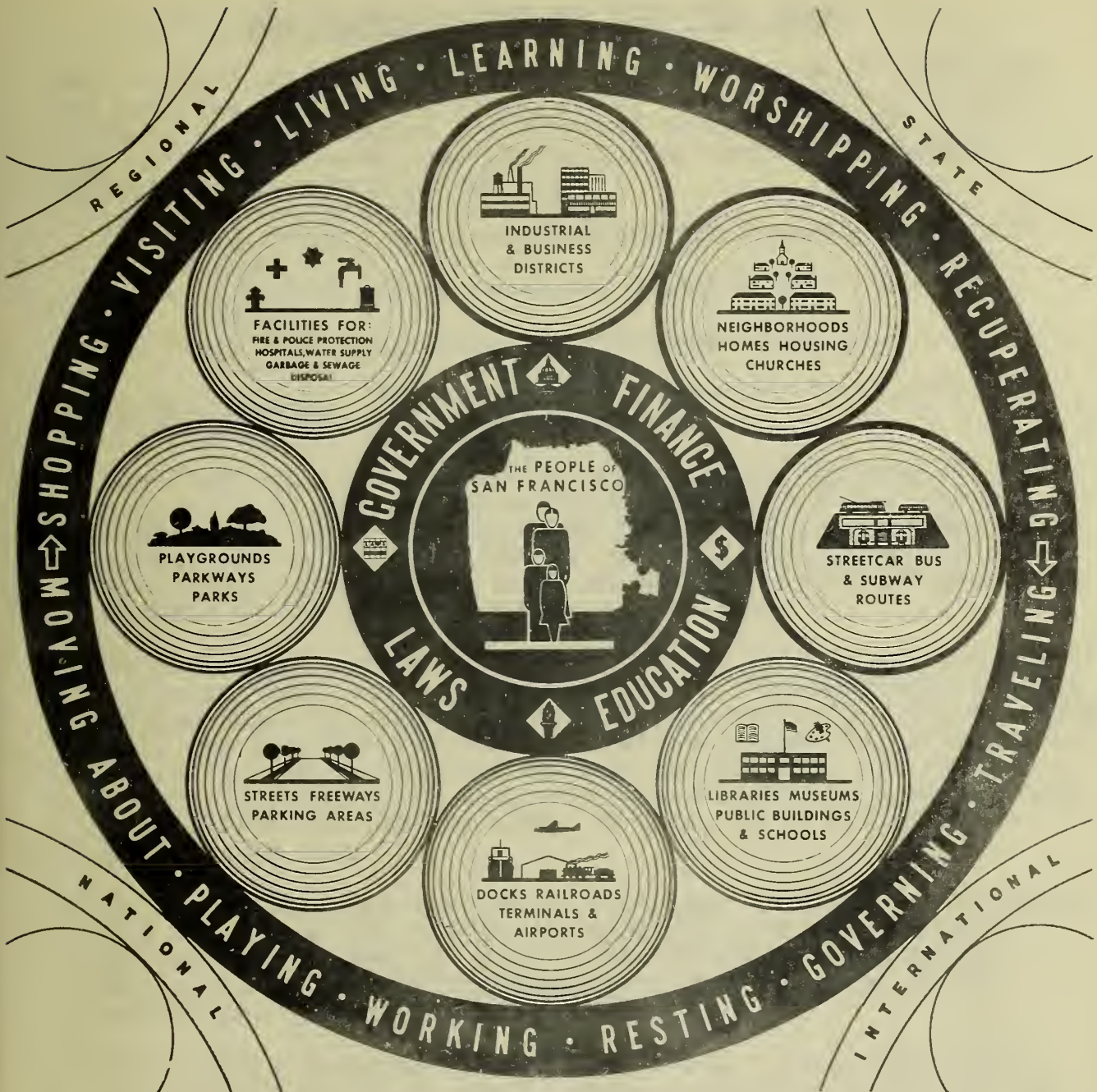
The Master Plan Is A Prelude To Action

The adoption of the Plan gives San Francisco specific goals for future improvement and development. Harmonious, unified efforts can now be directed toward attainment of these goals. Public funds can be systematically applied to work that will bring the widest benefits. The way is now open for prompt and effective action to

Modernize San Francisco
Put important projects first
Protect neighborhood values
Acquire needed lands
Clear slum areas
Coordinate public works
Qualify for State and Federal grants in aid

But none of these things will happen automatically. Many official decisions are required. The Master Plan will be of value to the people of San Francisco only to the extent that it is used.

Following is a summary of the major proposals and recommendations of the Master Plan and a brief statement of the task ahead.


REGIONAL
STATE
LIVING · LEARNING · WORSHIPPING · RECUPERATING
SHOPPING · VISITING
MOVING ABOUT · PLAYING · WORKING · RESTING · GOVERNING · TRAVELING
NATIONAL
INTERNATIONAL
INDUSTRIAL & BUSINESS DISTRICTS
FACILITIES FOR: FIRE & POLICE PROTECTION HOSPITALS, WATER SUPPLY GARBAGE & SEWAGE DISPOSAL
NEIGHBORHOODS HOMES HOUSING CHURCHES
GOVERNMENT
FINANCE
LAWS
EDUCATION
THE PEOPLE OF SAN FRANCISCO
PLAYGROUNDS PARKWAYS PARKS
STREETCAR BUS & SUBWAY ROUTES
STREETS FREEWAYS PARKING AREAS
LIBRARIES MUSEUMS PUBLIC BUILDINGS & SCHOOLS
DOCKS RAILROADS TERMINALS & AIRPORTS

A city is like a gigantic machine. It should run smoothly, like a ball bearing, with all its parts fitting and working together in harmony.

Unfortunately, this is not the case in San Francisco. Some parts are old and no longer fit. Many buildings, street cars and other bits of equipment are worn out and need replacement.

The operation of this machine is becoming more costly and inefficient. These shortcomings are felt in homes and neighborhoods, in the public streets and buildings, and in areas where people work and transact business.

The people who live here build the city to serve their needs. Acting together, they can rebuild and improve it. They can use their government, their money, and the forces of law and education to remedy every defect.

The Master Plan is a blueprint for a better city. It shows how these powers can be applied. It provides for all essential activities. No part is over-emphasized, none neglected.

A city built to such a Plan will serve its own people well, and play a vital part in the affairs of the state and nation.

II. THE TRANSPORTATION AND UTILITIES PLAN.°

This section of the Master Plan deals with the major engineering problems of transportation, water supply, and sanitation. Of these the most urgent are improved means of moving people between home and work, and the relief of traffic congestion. Emphasis is therefore placed upon

(a) Better regulation of traffic
(b) Rapid transit and increased traffic capacity on Market Street
(c) A system of modern freeways, designed to accommodate transit
(d) Additional facilities for off-street parking.

Basic Assumptions. The proposals for improved transportation are based upon the following assumptions:

San Francisco, like all other major cities, is faced with the necessity of making large expenditures for public improvements. All proposals, however, must be on a sound economic basis, making efficient use of existing facilities and providing new ones in such order as will yield the largest returns to the greatest number of citizens.

In the use of street space, the transit vehicle is much more efficient than the private automobile. The municipal transit system should provide such excellent service that the citizens will use it in preference to their own cars. To as large an extent as can be achieved by such service, the use of the private automobile in congested areas should be left to those coming from outside the city, or those whose business requires such use.

Even when this has been done, vehicular traffic will increase and the demand for off-street parking space will continue to exceed the supply. Motor vehicle registration in San Francisco and the surrounding areas will at least double within the next twenty-five years.

The Central Business District, in which a large proportion of the citizens earn their living, is logically located and compact. But unless present conditions are corrected, traffic congestion will force decentralization, with consequent blight, decreases in property values, and loss of jobs. An increased tax burden will be thrown upon other portions of the city. The best interests of those who work and shop there also require that it be made more accessible and convenient.

Accordingly, the Transportation Plan sets forth a number of proposals, which fall generally into four groups. These are:

1. Immediate regulatory measures
2. Investigations and surveys of critical problems
3. Construction projects for the immediate future
4. Projects for construction within 25 years

°Prepared by Woodruff and Sampson, Consulting Engineers

1. Immediate Regulatory Measures. These are recommended first as a means of increasing the efficiency of existing streets, and may be put into effect at once without large expense.

(a) Strict enforcement of parking regulations would greatly increase the traffic capacity of existing streets, especially during rush hours, and would free the loading zones for the use of delivery trucks. Proper regulations would provide for more parking space in off-peak hours. The use of parking meters as an aid in this enforcement program should be considered.

(b) Extension of the "skip-stop" system for transit vehicles would increase the speed of the service.

(c) The principle of one-way streets should be further applied, with special attention to the flow of traffic to and from the outlets of freeways.

2. Investigations and Surveys are proposed where available data is insufficient as a basis for definite recommendations, or to develop the details of major construction projects. In most cases, several city departments or official agencies are concerned, and their close cooperation will be required in the development of future plans.

(a) Market Street and Central Business District. Transportation facilities converge in the down-town district. The solution of the transit problem there will establish the pattern for the rest of the city. Definite recommendations will follow a thorough investigation of all phases of the problem.

On the basis of present information, the most satisfactory solution appears to be the construction of subways under Market Street to Gough and Valencia Streets (with a short extension to McCoppin Street to reach Mission), and under Geary Street as far as Hyde Street. Surface cars would thus be removed from lower Market, Sutter, Geary and Mission Streets, increasing their vehicular capacity materially.

Every alternate proposal, including loops, elevated ways, new street openings, and many other ideas which have been suggested, must be analyzed and compared as to relative effectiveness, with accurate estimates of costs. Means of financing must be investigated. New data as to the origin and destination of transit and vehicular passengers, and prospective volumes and directions of traffic flow are needed.
Even for a subway, alternative proposals require evaluation to determine the proper location, design, type of transit vehicle, and relation to other transit and vehicular facilities.

(b) Off-street Parking. So closely related to the above as to require simultaneous and immediate consideration is the need for a comprehensive study of the parking problem.

This would include a survey of existing facilities, estimates of prospective demands, analysis of available sites, and recommendations as to the means of stimulating and assisting in their construction.

(c) Bayshore Freeway. The proposed early construction by the State of this freeway from Redwood City to the Bay Bridge approach at Fifth Street creates a number of urgent problems. Provision for distributing the heavy traffic anticipated requires further study. The load on many streets crossing Market Street will be increased. The importance of providing for rapid transit on this Freeway between the southern and central portions of San Francisco must not be overlooked. Appropriate means of assuring this should be worked out at once, before the opportunity is lost.

(d) Southern Pacific Station. The congested and otherwise unsatisfactory traffic conditions around the Third and Townsend Street station of the Southern Pacific can and must be improved. A special study is being made to determine the proper remedies.

(e) Second Bay Crossing. The State is developing plans for a second Bay crossing. Studies of approaches in San Francisco should be made in cooperation with the State to determine how the new traffic can best be distributed on existing streets, and what new construction will be required within the city.

3. Construction Projects. Those which should be completed within the next few years include the major proposals listed below. Most of these were included in the Six-Year Program for post-war public improvements issued by the Planning Commission in 1944. Preliminary engineering estimates of cost are given here as an indication of the scale of expenditures involved.

Transit Rehabilitation. While not strictly construction projects, the proposals of the Public Utilities Commission for long-deferred maintenance, rehabilitation, and purchase of new equipment are included because of their urgency. Pending more effective remedies, certain routes and modes of operation should be changed to improve the service at once. The Master Plan adopts many of the proposals made, but suggests reconsideration of some items. It recommends

(a) Some rerouting to take full advantage of the Bayshore Freeway
(b) Wider use of trolley coaches
(c) Reservation of Bush and Pine Streets for vehicular traffic
(d) Rerouting of certain lines to avoid entering Market Street with a left hand turn.

Estimated cost - Rehabilitation & Equipment..$23,000,000
Related street repaving 3,500,000

Off-street Parking Facilities. The City should be prepared to participate in acquiring land at appropriate locations. These expenditures would eventually be offset by sale or lease income.

Estimated cost - Land Acquisition.....$ 3,000,000

New Transit Facilities (Other than on Freeways). Upon completion of recommended investigations, the construction of the proposed subways, or the accepted alternative, should be undertaken at once.

Estimated cost - Subways (or alternative)....$35,000,000

Connections to Bayshore Freeway A number of projects recommended by the Department of Public Works to serve as connections to the Bayshore Freeway are given high priority. These include notably the widening of Army, Clipper, and Guerrero Streets and San Jose Avenue; and a connection via Division Street to South Van Ness Avenue.

Estimated cost. . . . . .$ 2,500,000

Portola Freeway. This freeway, extending from the upper end of Market Street, will permit uninterrupted traffic at moderate grades to and from the southwest section of the city.

Estimated cost. . . . . .$ 5,500,000

Broadway Tunnel. A tunnel under Broadway from Mason to Leavenworth will make this street an efficient thoroughfare between Pacific Heights and the business district. The shortest tunnel which can be built without excessive grades is recommended.

Estimated cost. . . . . .$ 1,600,000

Islais Creek Bridge. The existing bridge is too narrow to accommodate the heavy traffic on Third Street and must be replaced.

Estimated cost. . . . . .$ 1,250,000

Modernization of Traffic Signals. This involves the installation of new traffic signals of modern design, including devices for progressive timing along certain through routes.

Estimated cost. . . . . .$ 1,000,000

4. Deferred Projects. The complete Master Plan, based on a long-term concept, naturally includes many other projects necessary to the full development of the transportation and transit systems. These cannot be undertaken until after more urgent and immediate needs have been met. Some of the more important items in this group are:

Further extension of the proposed subways (or alternate).

Construction of additional freeways, such as the Lincoln Freeway, the Mission Freeway, and the Marginal Freeway, the routes of which are shown on the accompanying drawing.

Also shown are certain extensions necessary to complete the city-wide system of major thoroughfares.

Connections to the Second Bay Crossing, the exact location of which is not yet determined.

Other Proposals. In addition to those mentioned above, the Master Plan includes many other proposals in the field of Transportation, Terminals, and Public Utilities. Many projects for minor street improvements are approved. The proposals of the Public Utilities Commission with reference to street lighting and needed extensions of the water supply system are adopted. Plans of the Department of Public Works for the improvement of the city's sewerage system are included.

With reference to terminal facilities, this section of the Master Plan

(a) Approves plans for the expansion of the San Francisco Airport.

(b) Endorses the plans of the State Board of Harbor Commissioners for the further development of port facilities.

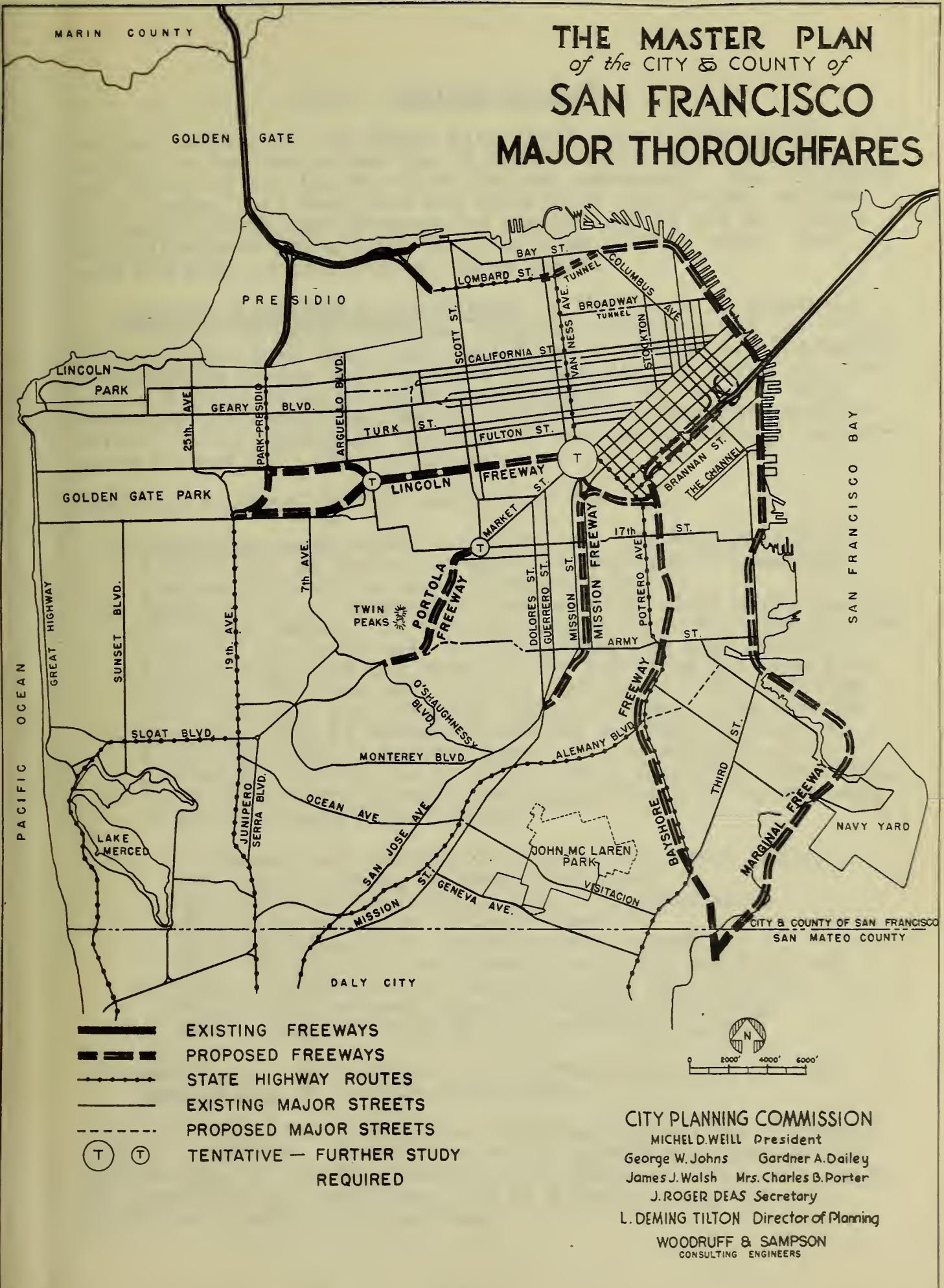
(c) Recommends rebuilding of the older freight terminals, and construction of a Wholesale Produce Market in a new location south of Market Street, with a new Farmers' Market located nearby.

(d) Recommends consideration of a combined down-town office and limousine terminal for all air lines.

(e) Recommends establishment of a bus service from the East Bay stations of the Western Pacific and Southern Pacific, similar to that operated for long distance passengers by the Santa Fe.

Thus the Master Plan proposes the coordination of all phases of transportation, including provisions for pedestrians, private automobiles, public transit vehicles, the loading and unloading of merchandise, and long-distance travel by bus, rail, and air. It emphasizes the importance of providing rapid, safe and comfortable transportation between homes and places of employment. It points out the economies that can be derived from providing for both public and private transportation on a city-wide system of modern freeways. It recognizes the need for adequate terminal facilities, including the provision of space for storing automobiles when not in use.

Costs, and the ability to meet them, have been kept in mind throughout. The Master Plan now enables the City to select projects for construction in such order as to provide the widest community benefits.



CITY PLANNING COMMISSION

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James J. Walsh Mrs. Charles B. Porter

J. ROGER DEAS Secretary

L. DEMING TILTON Director of Planning

WOODRUFF & SAMPSON

CONSULTING ENGINEERS

THE MASTER PLAN
SAN FRANCISCO
MAJOR THOROUGHFARES

III. THE LAND USE PLAN

Another section of the Master Plan deals with a fundamental question - how can we use the 44 square miles within the City and County of San Francisco to the best advantage? Its objective is to budget this land area and direct its improvement and use in the future so that prospective demands may be met and better conditions provided all who live and work in this city. The Land Use Plan is presented in three parts.

A. General Distribution and Extent. This part is concerned with the way in which citizens, business interests and the public generally can best share the limited space available. The future requirements of the various types of land use are estimated, and balanced allocations of space are proposed. It is shown that space for increased business and industrial activities, and for better living conditions as well, can be secured through improvements in municipal land policies.

Important findings and recommendations are:

1. Industrial space needs are critical. The reclamation of tideland areas for this purpose is strongly recommended, also modification of zoning regulations.
2. School sites are generally inadequate in size, particularly as to play space. An ultimate increase of about 50% is proposed in the total used for elementary and high schools.
3. Recreational uses now occupy about 3.5 acres for each 1000 persons. The Plan calls for an increase of this ratio by about one acre per thousand, mainly in small playgrounds.
4. Residence land is scarce and must be carefully conserved. Residence needs of various types must be recognized and protected. Better use of vacant areas should be encouraged.
5. Comprehensive revision of the zoning ordinance is proposed, to provide among other things:

   Adequate, well distributed open spaces about homes.
   Off-street parking in commercial areas
   Regulation of building heights to protect views
   Better groupings of land use types
   A larger measure of architectural control
   More satisfactory relationship with the building code
   Modern procedures for administration and variance
   Distinction between types of multiple dwellings
   More logical distribution of commercial areas

6. Adoption of an ordinance establishing standards for the subdivision of land is recommended.

The report contains many tables, of which that on the following page is a summary. These indicate the approximate amounts and distribution of the land allocated to each use. They will guide the Commission in the preparation of detailed plans and appropriate regulatory measures.

Proposed General Distribution and Extent of Land Uses

	Acres in Use (Survey, 1938)	Acres Proposed (Master Plan)	%As Planned
NON-RESIDENCE USES			
Commercial	1,123	1,412	4.8
Industrial	1,503	1,917	)
Navy Yard (U.S.)	114	600 (1)	) 10.1
New (Tidelands)	-	450	)
Recreational	2,864	3,573	12.2
Educational	330	614	2.1
Institutional	416	513	1.8
Utilities & Water Lands	860	956	3.3
Sub-total	7,210	10,035	34.3
RESIDENCE USES			
Single Dwellings	4,828	6,873	23.7
Duplexes, Small Flats	( )	2,149	7.3
Medium Apt. Bldgs.	(2,466)	967	3.3
Large Apt. Bldgs.	( )	382	1.3
Sub-total (2)	7,294	10,371	35.4
Combined Uses (deduct)	411	554	1.9
Sub-total, residence	6,883	9,817	33.5
STREETS	7,244	7,400	25.3
MILITARY RESERVES	1,831	1,831	6.2
VACANT	5,172	193	0.7
TOTAL	28,340	29,276	100.0

(1) Estimated, with tidelands fully reclaimed.
(2) These figures include mixed residence and commercial uses; note deduction.

B. Public Land Uses. This part deals specifically with the space needs of the various city departments and other public service agencies. The location and extent of land now used and areas regarded as necessary for public purposes in the future are shown. The adoption of the Master Plan clears the way for timely acquisition of such areas. This should result in considerable savings, especially where vacant land can be purchased in advance of development.

Many of the land acquisition projects have had previous approval in the Postwar Improvement Program. Whereever possible, the locations of future schools, libraries, playgrounds, and other public building sites are indicated. In some cases, however, final determination of a specific site has not been made, but the needs of the district are recognized and shown on the Plan by an appropriate symbol.

The space requirements developed in Part A will be the guide for expanding this program of acquisition as required from time to time. More intensive study of neighborhoods and districts of the city will bring to light numerous deficiencies which can only be corrected by further planning. Additional land purchase projects will be incorporated by subsequent amendments of the Master Plan.

Among the many projects shown on these Plans, the following may be cited as outstanding.

Acquisition of land for a new High School, two Junior High Schools, and five Elementary Schools. Four additional sites are proposed for further study.

Acquisition of land at 17 locations for playgrounds, or extensions of existing play facilities, including the acquisition of the Pine Lake area adjacent to Stern Grove. Nine other districts are indicated as needing study for playground sites.

Completion of John McLaren Park, and the extension of park areas in the vicinity of Twin Peaks. Five other districts are listed for study of additional park sites.

The extension of civic center properties, to provide for future building requirements, and to protect existing development.

Sites for 15 new branch library buildings, two health centers, two police stations and a new Juvenile Home.

Acquisition of about 37 acres of land for two sewage treatment plants; one at North Point and one south of Islais Creek.

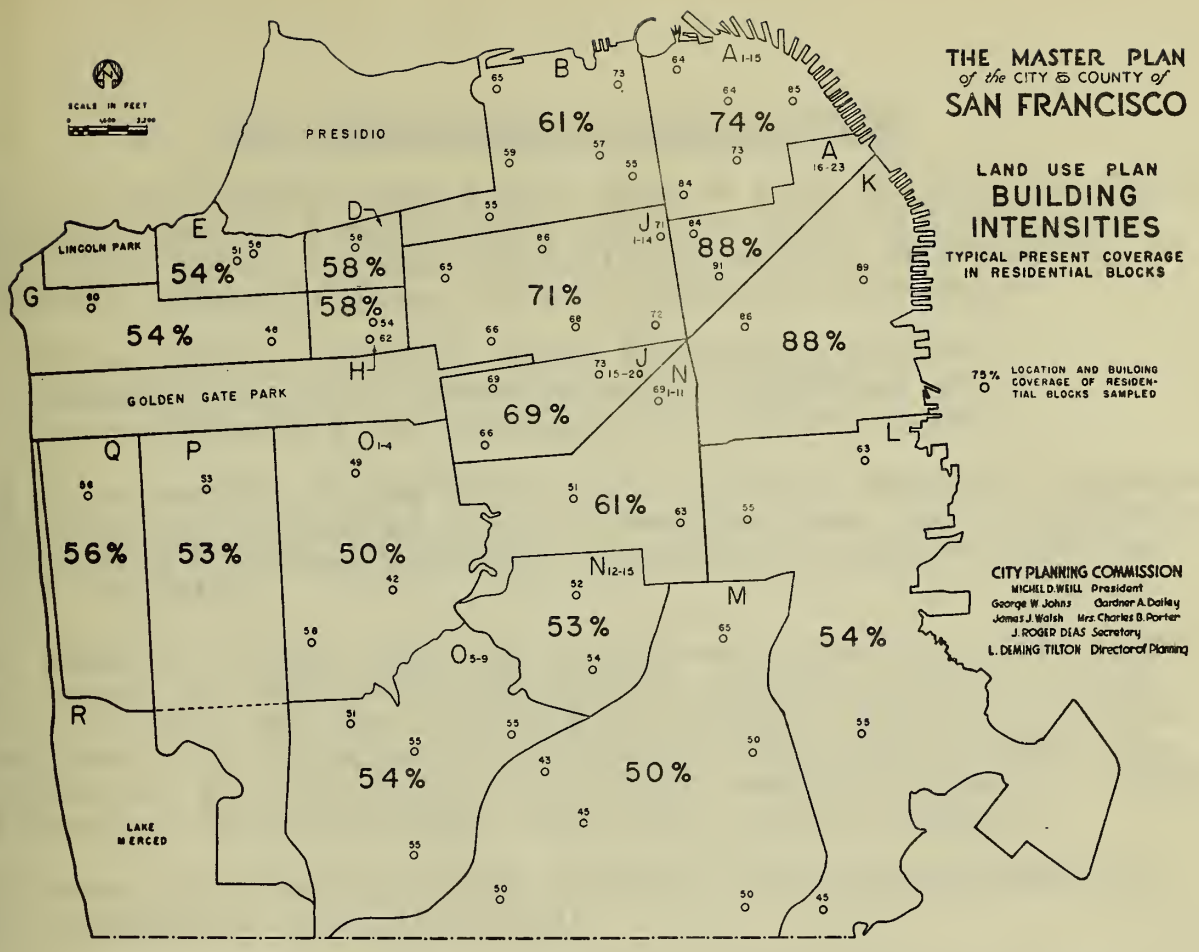
C. Population Density and Land Coverage. This part of the Land Use Plan analyzes relationships between people and the land they live upon. Its proposals have to do with the protection and improvement of the residence areas of the city. Emphasis is placed upon the full use of lands now idle, and more even distribution of the population through better building and zoning regulations. The report recommends provisions for the control of density in terms of dwelling units per acre, lot sizes, and percentage of site covered.

COMPARISON OF POPULATION DENSITIES

	% of Population		Persons per Net acre	
Type of Dwelling	1938	As Planned	1938	As Planned
Single Family Dwellings	41%	39.2%	54	46
Duplexes and Small Flats	31%	26.2%		97
Medium Apartment Bldgs.	20%	20.6%	153	140 167
Large Apartment Bldgs.	8%	14.0%		317
All Types	100%	100.0%	87	77

The application of proposed standards of population density to specific districts is a task which will necessarily extend well into the future. The amount of land proposed for each type of residence use in various parts of the city is given in chart form, and in tables which indicate the average density expected. The pattern thus established is intended to serve as a guide for the revision of the zoning ordinance and other regulations affecting residential development.

Standards of residential building intensity are also proposed. These are shown on Plan 28B, here reproduced from the Report. They indicate the proposed maximum coverages in percentage of site area, and make a distinction between ordinary new construction of individual units, and reconstruction in blighted areas. In the latter case, the use of public funds justifies the application of standards sufficiently high to insure the attainment of permanently improved living conditions, and to prevent the recurrence of blight.



THE MASTER PLAN of the CITY & COUNTY of SAN FRANCISCO

LAND USE PLAN
BUILDING INTENSITIES

TYPICAL PRESENT COVERAGE IN RESIDENTIAL BLOCKS

75% ○ LOCATION AND BUILDING COVERAGE OF RESIDENTIAL BLOCKS SAMPLED

CITY PLANNING COMMISSION
MICHEL D. WEILL President
George W. Johns — Gardner A. Dailey
James J. Walsh — Mrs. Charles B. Porter
J. ROGER DIAS Secretary
L. DEMING TILTON Director of Planning

STANDARDS OF RESIDENTIAL BUILDING INTENSITY
(PROPOSED MAXIMUM COVERAGE IN PERCENT OF SITE AREA)

	ORDINARY NEW CONSTRUCTION (INDIVIDUAL UNITS)				REDEVELOPMENT (BLOCKS)	
	WHERE AVERAGE PERCENT COVERED NOW IS				SEE NOTES	
	50 - 55	55 - 65	65 - 75	75 - 90	A	B
1 to 2 Stories	50	60	70	75	30	40
3 to 4 Stories	50	55	65	70	30	40
5 to 8 Stories	40	45	55	65	25	35
9 to 12 Stories	35	40	50	60	25	30
Over 12 Stories	30	35	45	55	20	25

NOTES:

Col. A - Desirable maxima for small projects, which do not include public open spaces.

Col. B - Permissible maxima for larger projects where there are compensating factors, such as public open space.

All regulations in final form are to contain provisions for reasonable variations and exceptions to cover special conditions and to avoid undue hardship. Examples are:

(1) Corner lots, or sites on streets of unusual width.
(2) Lots facing, or abutting, permanent open spaces.
(3) Exceptionally small ownership
(4) Setbacks proposed in upper stories
(5) Non-residence uses of ground floor

IV. THE REDEVELOPMENT OF BLIGHTED AREAS

The Community Redevelopment Act, Chapter 1326, Statutes of 1945, specifies that no formal action shall be taken looking toward the redevelopment of blighted districts until a Master Plan, or a general community plan, has been adopted, including -

> "Maps, plans, charts or other descriptive matter showing the area or areas in which conditions are found indicating the existence of blighted areas."

The third section of the Master Plan presents essential information concerning blighted areas in San Francisco and its adoption by the City Planning Commission represents compliance with the above directive.

The emphasis is upon existing conditions in the areas of blight and decay. An unfavorable picture is presented, but the facts serve to point out the necessity for action. Plans for the redevelopment of the worst blighted districts must be made. The location of the general areas in which such conditions are found is shown on the accompanying map taken from the Report.

Following is a summary of the findings and recommendations of this portion of the Master Plan:

1. Property records and surveys in San Francisco show a number of areas compactly built, covered generally with wooden structures fifty or more years old, with indiscriminate mixtures of industry, business and housing, having large percentages of substandard dwellings and absentee ownership, lacking adequate open spaces, playgrounds, and gardens, and presenting ugly, depressing vistas on the public streets. Such areas are blighted.

2. The effects of conditions in these blighted districts are found in the reports of public health, fire and police departments, and the various social agencies. They show concentrations of disease, decreases in utility and value while public costs increase. Their injurious effects spread to and pull down surrounding neighborhoods.

3. Property ownerships and building habits in blighted areas reflect patterns deemed adequate and worthy in 1880 and 1890. Single owners are hesitant about making repairs or rebuilding, and are virtually powerless to bring about a reorganization and redevelopment of the neighborhood. There is no way of securing new attractiveness and modern usefulness of property, and the higher values of a well-planned district except by community action.

4. The Community Redevelopment Law of California now permits and encourages action of the type required to reclaim and rebuild these blighted areas. Private capital would do the rebuilding and carry the heavier part of the financial load. Public agencies would establish population and building standards to prevent the repetition of previous mistakes. Public funds and the power of eminent domain would be used to assure the economic feasibility of the new development and the maintenance of desirable community standards.

5. The steady, progressive execution of redevelopment plans in slums and areas of severe blight will enable San Francisco once again to attract and house workers who have left this city for more favorable living elsewhere. This city can provide good living for a larger population on its limited area, but only if it undertakes constructive rebuilding of large areas. The economic and social returns from redevelopment will far exceed its public cost, for the new structures will be clean, safe, healthful, and attractive, and the new neighborhoods will have qualities unknown in the present blighted districts.

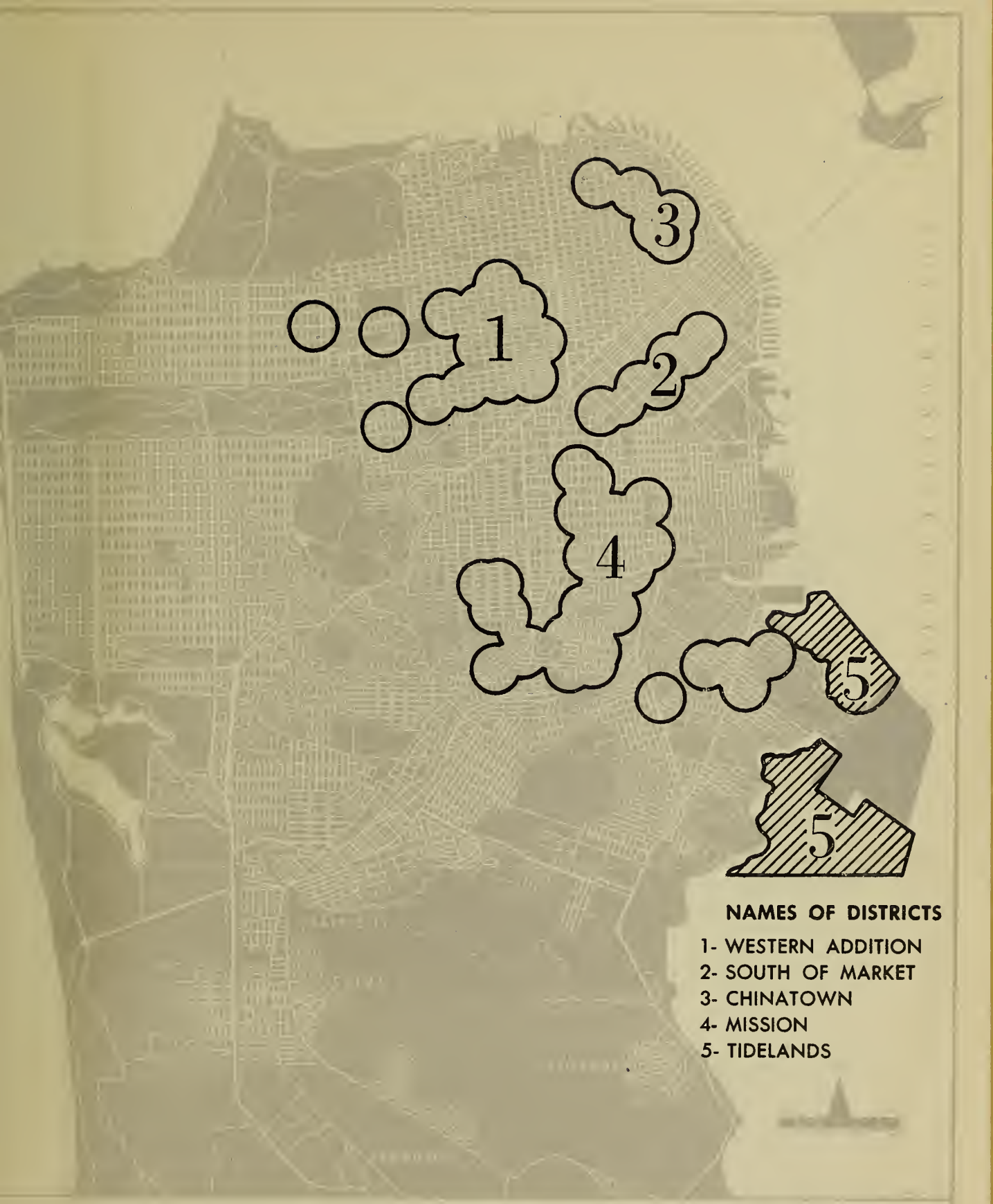
The Planning Commission, by approval and adoption of this report,

(1) Recognizes the necessity for the ultimate redevelopment of the blighted areas of San Francisco,

(2) Approves the general objectives and goals for redevelopment set forth herein and in related sections of the Master Plan,

(3) Endorses a program of action based upon the Community Redevelopment Act, particularly the necessity for an official designation of redevelopment areas by the Board of Supervisors, and

(4) Recommends the employment of necessary personnel and the formation of a redevelopment agency, as provided by law, for the purpose of advancing the redevelopment program.



NAMES OF DISTRICTS

1- WESTERN ADDITION
2- SOUTH OF MARKET
3- CHINATOWN
4- MISSION
5- TIDELANDS

GENERAL AREAS IN WHICH CONDITIONS INDICATIVE OF BLIGHT ARE FOUND

SAN FRANCISCO AND ENVIRONS

V. THE TASK AHEAD

The Master Plan thus briefly presented is a catalog of civic needs. It outlines a broad program of future work. It suggests improvements of many kinds throughout the community.

The value of the Master Plan will become clearer as it is more widely used. Uncertainty surrounding the intentions of the City can be removed. Both public and private construction can be coordinated. With the entire community in view, public funds can be wisely allocated for the more important projects. The right thing will be built in the right place, and money will be saved by timely land acquisition and construction. Private improvements will respond. Slums and blighted areas can be cleared to make way for new homes, and to create new values. The development of San Francisco can proceed along orderly, systematic lines.

But the benefits promised will come only if the Plan is carried out. The first task, therefore, is to translate it into an action program. This is a joint responsibility of the Mayor and the Board of Supervisors, with such aid as can be rendered by interested departments.

The recommendations of the Plan are of several kinds:

(a) Those which call for further investigations to determine proper solutions
(b) Those which call for the adoption of official policies, and supplementary action to give them force
(c) Those which propose specific land acquisition and construction in the years just ahead
(d) Those which indicate projects not so immediately necessary, but requiring consideration in the long-term program.

The Planning Commission will do its part, advancing as rapidly as possible every item of the action program for which it is responsible. It urges prompt action by others concerned. Where engineering investigations are needed, no time should be lost in getting them under way. Where there are differences of opinion as to policies or projects, early conferences to resolve them are in order, and should be called.

In the interest of economy all important construction projects should be regularly scheduled in an annual improvement program, adjusted yearly to the financial ability of the City. Some changes in the Charter will be required to clear the way for systematic execution of the Master Plan.

In the meantime, public attention must be directed toward the most critical present needs. In the order of urgency recognized by the Planning Commission, the following proposals deserve immediate consideration, and action along the lines indicated.

Proposals for Immediate Action

A. Investigations, Surveys, Studies

1. Market Street (and related problems).

   A comprehensive engineering investigation of the cost, feasibility, and relative merits of all proposed solutions of the city-wide problem of transit and traffic, with special reference to the relief of congestion on Market Street and in the Central Business District.

2. Automobile Parking

   A thorough study of parking facilities and prospective demands, of desirable locations for new facilities, and of the means of stimulating and assisting private enterprise to provide the needed amounts of off-street parking space.

3. Traffic Regulation

   Complete revision of all phases of traffic regulation as an immediate measure to secure maximum efficiency in the use of existing streets.

4. Zoning

   Revision of the Zoning Ordinance, to modernize, simplify, and strengthen its provisions, and to adjust the pattern of permitted uses to present and prospective needs.

5. Subdivision

   Preparation of an ordinance to establish new standards for the subdivision of land, including suitable lot size restrictions and other features related to the Plan.

6. Tideland Reclamation

   An investigation of the engineering problems and the economic and legal aspects of the proposed reclamation of tideland areas, with recommendations as to desirable action.

7. Redevelopment of Blighted Areas

   Hearings and other legal steps leading to the designation of redevelopment areas as defined by State law, and preparation thereafter of project plans.

8. Public Works Program

   As a continuing process, the annual review of projects for inclusion on the capital improvements budget, to coordinate them with one another, with the financial capabilities of the City.